

REPORT OF CABINET MEMBER FOR TRANSPORT AND HIGHWAYS

TOWARDS INTEGRATED TRANSPORT ACROSS NOTTINGHAMSHIRE (PROJECT TITAN)

Purpose of the Report

1. To seek Cabinet approval for the TITAN Project and the launch of two pilots.

Background

2. Passenger transport faces a number of key strategic issues over the next three years including Government review of bus subsidies, rising costs, the Day Services review and the personalisation agenda. In addition, there are the external changes to the Health service and the need to maximise the use of the authority's resources to achieve efficiencies. This can be achieved through a radical redesign of the way passenger transport services are delivered in Nottinghamshire.
3. One of the main drivers for such a radical change is the need to achieve further savings of £2.08m from the County Council's spend on Transport Services over the next two years. In addition, it is necessary to improve strategic planning, address gaps in access to transport in rural areas, as well as raise quality and standards and improve access to jobs, learning, health and leisure in order to deliver better outcomes for service users.
4. The Transport Transformation Project which emerged in 2010, was designed to achieve £3-4m savings. To date £1.17m of these savings have already been achieved through a combination of centralisation of vehicle services and other transport service reviews.
5. The £2.08m referred to above represents the remaining strands of the original Transport Transformation Project that have now been incorporated into the TITAN project.

Introduction

6. Many other local authorities are reviewing this area of service provision and this paper has been prepared following discussions with Cambridgeshire County Council on how they are dealing with their Transport and accessibility challenges through "Cambridgeshire Future Transport".
7. This paper and the TITAN project explores the opportunity to engage with all those involved with the delivery of passenger transport and with shared objectives in transport outcomes. It seeks to establish collaborative partnerships to achieve a more efficient and

cost effective network of services by working across organisational boundaries whilst still retaining corporate identities. This would help to:

- Put the customer first
- Implement holistic policy formulation and planning
- Provide a framework for partnership and collaboration
- Provide value for money
- Create a Joint Commissioning entity to achieve shared objectives
- Improve community outcomes
- Align resources and priorities across organisational boundaries
- Create market innovation
- Provide opportunities for new ventures
- Improve service accessibility
- Provide the opportunity as a Localism/Community budget pilot
- Create and promote shared transport services with other organisations which would include back office, vehicles and funding.

8. In Nottinghamshire and the City about £55 million is spent annually on passenger transport of which over 40% - £21.8 million is attributable to the two concessionary travel schemes. A detailed breakdown is shown below.

County Council spend	£30 million
Home to school transport	5.0
SEN transport including looked after children	5.6
Adult Social Care	4.0
Supported local bus services	5.4
Community transport	0.2
Concessionary travel	9.8
Health Transport (non emergency services)	5.0
City Council spend	20.1

The County Council is by far the largest funder at around £30 million per year; the balance being spent by the City Council and Health services. Other funding streams, such as services arranged in the business sector; colleges/sixth forms bursary funding; and academy funding also offer opportunities for shared services and efficiencies for those involved.

9. The current integrated delivery model for the County has achieved significant efficiency gains for the County Council. For example, the joint use of school and local bus services, which has reduced costs by over £2.5 million per year. The current arrangements also ensure that the Council's statutory obligations are met by determining it's spend and service levels.
10. The same integration does not happen across other areas of transport provision such as Social care and SEN and with our partners in Health services and the City Council. This limits innovation, does not maximise use of vehicles and therefore does not deliver the best value for money for all the organisations involved.

Proposed Model

11. The TITAN project is designed to consider the needs of passenger transport services across the county and city involving local people in the design of the options in order to provide local services to meet identified local needs, within a reduced budget. The benefit of undertaking this project is that the identified savings will be achieved in such a way that will ensure local needs are still met without compromising quality and the opportunity to travel to access key services.
12. The plan is to start with identified pilot areas and adopt a new approach to develop and revamp services commensurate with the shared objectives of the Strategic Partners and needs of people in and around the area.

Operating two pilots will develop expertise and knowledge and therefore ensure that risks are minimised. This will then provide a platform to improve planning and provision of the services for the rest of the county.

13. There will be proper consultation and engagement with appropriate stakeholders to identify needs and plan the new services. Stakeholders will include:

- Strategic Partners
- Members of the public
- Transport providers
- Service providers' i.e. social care, education, employment and healthcare.
- Local businesses
- Public bodies
- Town, Parish and District Councils
- Voluntary sector
- Other interested parties i.e. Local Enterprise Partnership (LEP)

Consultees will have the opportunity to express their needs and influence the new service plans.

14. It is proposed to establish a cross party Members Working Group (MWG) from January 2012 to help shape the work, monitor the pilots and guide the solutions. The MWG will include Members from the pilot areas.
15. Two pilot areas are proposed. One is centred around Newark and stretching in a triangular style to Southwell and Ollerton. The reasons for selecting this area are:
 - Adult Day Services review
 - Pending changes to healthcare provision
 - The links to Kings Mill hospital from Newark
 - Mix of urban and rural geography
 - New bus station
 - Revision of local bus service network
 - Use of Community Transport funding grant from DfT

The other pilot will be around the Mansfield/Ashfield area. This area has been selected for the following reasons:

- Includes a major town and some rural pockets
- The links to Kingsmill hospital from Newark
- Adult Day services Review
- Development of the Mansfield transport interchange
- Major regeneration area

Following a four month operational period of the pilots, an evaluation will be brought back to Members for consideration of a county wide roll out of the project.

Benefits

16. The project is expected to deliver the following benefits:

- It uses a 'one council one team' approach
- Customer oriented services
- Improved accessibility especially in rural areas
- Local ownership through consultation and involvement
- Identified savings will be achieved
- Strategic priorities will be met
- Stronger partnerships will be forged
- Maximisation of NCC resources including the vehicle fleet
- It enables innovation in the delivery of operational transport services
- A platform for sharing resources and operational delivery with external organisations including the City Council, Health, Colleges and Academies
- Greater involvement of the voluntary sector in the delivery of services
- Implementation of the Council's Mobility Strategy agreed by Cabinet in April 2011

Risks

17. The following risks have been identified:

- The pilot may demonstrate that public expectations are higher than can be met within the available funding
- Initial proposals may be way out of line with perceived needs
- Key partners may not engage and bring their resources to the table
- The DfT review of bus subsidies could reduce the amount of funding available
- The reduction in bus service operators grants in April 2012 could impact on the viability of some commercial bus services
- The climate within the operator market is quite volatile at present and may create some issues i.e. operator capacity
- Recent and anticipated fluctuations in fuel prices and insurance costs could affect operations and economic viability of proposals
- The voluntary sector may not be able to engage to the level desired

Other Considerations

18. The revision of transport services in any one area may lead to commissioning bodies having to make decisions around their operational policies in order to achieve best possible outcomes for all the stakeholders and funding partners. This will be achieved through commitment to the underlying aims and objectives behind this project to which all parties will need to be totally signed up to.

Conclusions

19. The County Council needs to take bold steps to move forward the strategy so that we can deliver a real change in passenger transport by the end of 2014.
20. The way passenger transport is currently supported across Nottinghamshire works well but a significant step change is needed to achieve wider community benefits. This can be done by agreeing service levels and outcomes at a local level and strategically managing spend and resources through collaborative working.
21. This project provides the County Council with a unique opportunity to demonstrate commitment to the localism agenda and to ensure that what we eventually provide will better meet the needs of local communities within proposed budgetary constraints.
22. Reducing the services to fit the available budget is likely to impinge adversely on service users disproportionately. Key partners have the opportunity to collaborate in order to generate better community benefits and service outcomes... This will also support the sustainability and environmental agendas in minimising the number of vehicles serving the various services through smarter, more demand-led services.

Financial Implications

23. The delivery of this project county wide will achieve the identified savings of £2.08m by December 2014.
24. The additional costs of delivering the project will be £100k over the full project period of three years, running from December 2011 to December 2014.

Other Options Considered

25. Option 1 – Do Nothing
This is not a viable option as it would not achieve the identified savings.
26. Option 2 – Reduce Expenditure by £2.08m by reducing services.

Reasons for Recommendation

27. The proposed project provides the valuable opportunity to engage local people and other stakeholders, meeting not only Nottinghamshire County Council strategic objectives but also complying with the wider agenda of the Government to create a strong and vibrant big society.
28. The project allows for a pilot phase to test the process and outcomes therefore minimising risks.

Statutory and Policy Implications

29. This report has been compiled after consideration of implications in respect of finance, equal opportunities, personnel, crime and disorder and those using the service and where such implications are material they have been described in the text of the report.

Recommendation

- 1) That Cabinet approves the Titan project proposals and endorses the launch of the pilots the outcomes of which will subsequently be the subject of further Cabinet reports.
- 2) That a cross party Members Transport Working Group is established.

Councillor Richard Jackson
Transport and Highways Portfolio Holder

For any enquiries about this report please contact:
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Constitutional Comments (SB 08/11/11)

30. Cabinet has power to decide the recommendation

Financial Comments (DJK 08/11/11)

31. The project's financial objective is to reduce the County Council's expenditure on transport support by £2.08m through the delivery of efficiencies as outlined in this report.
32. The additional running costs of the scheme of £100k will be funded from the Improvement programme between Dec 2011 and Dec 2014.

Implications for Service Users

33. Consideration has been given to the implications for users for the services arising from proposals contained within this report and these will be documented in the Equality Impact Assessment.

Equalities Implications

34. As part of the decision making process in making decisions / changing policy, Public Authorities are required by law to think about the need to:
- eliminate unlawful discrimination, harassment and victimisation,
 - to advance equality of opportunity between people who share a protected characteristics and those who don't

- to foster good relations between people who share protected characteristics and those who don't.

Equality impact assessments (EIAs) are a means by which a Public Authority can assess the potential impact that proposed decisions / changes to policy could have on the community and those with protected characteristics. It may also identify potential ways for reducing any impact that a decision / policy change could have or if not possible, why it is not possible. When making decisions, Decision Makers must understand the implications and effects that their decision will or may have on people with protected characteristics

A full EIA will be undertaken as part of the project.

Background Papers Available for Inspection

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- The breakdown of how customers, commissioners and providers link together in a potential future model
- A full project timetable
- The governance and commissioning model
- The full delivery model
- Transport for Communities report by STAR Independent Consultants, Jan 2010
- Mobility Strategy report to Cabinet, 6th April 2011
- County Council Strategic Plan 2010 - 2014
- Local Transport White Paper 'Creating growth, cutting carbon; making sustainable local transport happen' 19th January 2011
- Local Transport Plan 2011 - 2026 strategy document

Electoral Divisions and Members Affected

All